

TECHHELP STRATEGIC PLAN

2006 – 2010

a NIST | Network
MEP | Affiliate

TECHHELP STRATEGIC PLAN 2006	3
Our Mission	3
Our Vision	3
Organization	3
Customer Satisfaction	3
Statewide Impact	3
Our Core Values – PRI⁴	3
Performance	3
Responsive	3
Individual	3
Integrated	3
Innovation	3
Integrity	3
Goals	4
Goal One: Impact on Manufacturing	4
Goal Two: Market Penetration	4
Goal Three: Financial Health	5
Goal Four: Customer Satisfaction	6
Goal Five: Capacity Utilization and Operational Efficiency	6
Goal Six: Employee Satisfaction	7
Performance Targets	8
Appendix 1	10
TechHelp Operating Platform	10
Value Proposition of TechHelp to Customers	10
Appendix 2	12
TechHelp Product & Service Referral Table	12
Appendix 3	13
TechHelp History	13
Appendix 4	15
Plan Revision Process	15
Appendix 5	16
Strategic Issues in 2006	16

TechHelp Strategic Plan 2006

Our Mission

To provide professional and technical assistance, training, and information to strengthen the competitiveness of Idaho manufacturers and targeted service firms through product and process improvements

Our Vision

Organization - TechHelp will be an accessible organization with effective communication flows to and from its manufacturing customers, partners, and employees. It will be a learning organization, providing all its stakeholders with value-added and mutually beneficial solutions that bring business and personal growth.

Customer Satisfaction - TechHelp will be in the vocabulary of all Idaho manufacturers because of its reputation for business relationships based on long-term commitment, trust, tangible results, and putting company interests first. Customer satisfaction will be further enhanced by TechHelp's growing expertise and reputation for being able to help businesses transform their operations while helping them become self-sufficient in managing the change.

Statewide Impact - TechHelp will be seen as a public investment that pays for itself through significant returns to businesses, stakeholders, and the state economy. Idaho's leaders will be aware of TechHelp's specific contribution to the state economy, including higher productivity and wages, an increased tax base, more and better jobs for Idaho graduates, growth in rural areas, and improvements to the environment.

Our Core Values – PRI⁴

Performance - We are results-oriented. We will achieve improvement in overall manufacturing competitiveness in Idaho by improving the productivity and performance of manufacturing, one company at a time. We are committed to ensuring a positive return on the public investment in TechHelp.

Responsive - We will deliver services that are both responsive to the needs of Idaho manufacturers and the evolving performance standards for industrial competitiveness. We will focus our service on those companies that demonstrate a commitment to investing in their own growth and development.

Individual - We will demonstrate that people are our most important asset, through recognizing accomplishment, establishing clear roles and responsibilities, and offering professional advancement. We will value the dignity of the individual and the actions that businesses have already undertaken.

Integrated - We will follow a holistic approach and recognize that management, financial, and technical issues are closely intertwined. We will be a reliable and credible partner in providing business assistance as part of the Idaho team.

Innovation - This is our primary product. We will strive for the highest level of quality in our service, and for continuous evaluation and improvement of those services, to ensure we have a positive impact on our customers.

Integrity - We are committed to performing effective, efficient, and ethical public service and applying business best practices and professionalism in our work.

Goals

Goal One: Impact on Manufacturing

Deliver a positive return on both private business investments and public investments in TechHelp by adding value to the customer and the community

Short Term Objectives:

1. Establish new business services to help businesses grow rather than save costs

- a. Establish a marketing Community of Practice (CoP) by lining up partners to assist with: market research, make or buy decisions, pricing, promotion, distribution, intellectual property, import/export, outsourcing issues and image management.
- b. Maintain and seek to expand the partnership and cross-marketing with the Idaho Business Network

2. Develop an approach to build a relationship with companies re-locating to Idaho

- a. Make presentations on TechHelp's services to chambers of commerce, economic development groups, and the Idaho Economic Development Association
- b. Develop an agreement with the Idaho Department of Commerce and Labor to share contact information of re-locating companies with TechHelp
- c. Develop a TechHelp protocol to input new and re-locating companies into TechTrak, with assignment for follow-up

3. Develop new products and workshops

- a. Implement LEAN Office with past and targeted new clients, and assess market for this product.
- b. Develop and publish annual workshop schedule
- c. Develop a culture for manufacturing specialists to actively listen for training opportunities and report them to the TechHelp training lead.
- d. Coordinate with WMS on joint workshops and schedules
- e. Explore market for LEAN Health Care.
- f. Explore partnerships to nurture Idaho business clusters who improve their competitive position through cooperative action.
 - i. Northwest Food Processors cluster
 - ii. Explore what other MEP programs have done in this area.
- g. Identify lead practitioners within staff who can scout advances in services and report to the team.

4. Meet MEP System goals

- a. Participate in or develop at least one NIST national account each year
- b. Pursue a funding opportunity with a NIST MEP strategic partner
- c. Complete at least one product innovation project each year.

Goal Two: Market Penetration

Have a significant share of Idaho manufacturers use TechHelp services

Short Term Objectives:

1. Develop clear marketing message with concise talking points

- a. Articulate TechHelp Operating Platform
- b. Articulate TechHelp's value proposition to businesses
- c. Articulate how TechHelp is part of Idaho's economic development team, and how TechHelp is part of a larger strategy to nurture entrepreneurial activity by existing businesses.

2. Increase communication by manufacturing specialists

- a. Train manufacturing specialists in TechHelp's marketing message
- b. Offer to pass e-newsletters through manufacturing specialists mailbox, with option of customizing, for improved maintenance of local networks
- c. Expand circulation of TechHelp newsletter both to customers and to partners.
- d. Create semi annual hard copy of newsletter using "best of" stories from electronic version that can be distributed by hand and mailed by specialists and staff.

3. Market services to "Top 200" target companies

- a. Develop a forward-looking client needs survey, both to anticipate future needs and targeted to build awareness of new product roll-outs
- b. Engage Board members in outreach
- c. Develop & distribute TechHelp video

4. Market key products and services

- a. Explore new "Enterprise Assessment" tool for TechHelp to begin a consulting relationship with manufacturers
- b. Continue to publish TechHelp success stories and expand their use
- c. Honor success story firms at local events and seek media exposure as a marketing tool
- d. Use TechHelp Board members in local marketing efforts
- e. Cross-market TechHelp through the communications of partner agencies

5. Continue to host a manufacturing conference every two years

Goal Three: Financial Health

Increase the amount of program revenue and the level of external funding over time to assure the fiscal health of TechHelp

Short Term Objectives:

1. Seek additional state funding

- a. Use private sector members of Board to help communicate TechHelp's message to key legislators, administrators, and policymakers.
- b. Develop a clear position on outsourcing, explaining why it is important to assist in new product development, even if some manufacturing functions are outsourced.
- c. Explore the use of an external policy advocate to help communicate the TechHelp message to the Idaho Legislature.

- 2. Seek additional funding to support the New Product Development program**
- 3. Increase client revenue with new TechHelp products and services**
- 4. Improve clarity of TechHelp's role and relationships with other players in business development**
 - a. Hold joint meeting with TechConnect, ICL Div of Science and Technology and ISBDC to clarify roles, understand interests, and develop Memorandum of Agreement (MOA).
 - i. Focus on differences in meaning between technology transfer and technology commercialization and new product development.
 - ii. Focus on ways in which each organization supports and works with entrepreneurs.
 - iii. Develop referral protocols between agencies and joint decision trees regarding when to refer to whom, so as to move towards a "No Wrong Door" policy.
 - iv. Explore ways of communicating as an Idaho Team in order to clarify branding and roles, instead of individual fragmented marketing efforts.
 - b. Hold joint meeting with university hosts and seek re-commitment to MOA.
 - c. Meet with community colleges to educate about TechHelp's role and to seek common interests.

Goal Four: Customer Satisfaction

Create satisfied customers who make referrals to TechHelp and become repeat customers

Short Term Objectives:

- 1. Review past and current practices for efficiency and effectiveness**
- 2. Educate clients on importance of survey and how it serves their interests to connect investments with measured outcomes**
- 3. Improve quality of TechHelp service**
 - a. Increase cross-marketing between TechHelp's technical assistance and training functions

Goal Five: Capacity Utilization and Operational Efficiency

Make efficient and effective use of TechHelp staff, systems, and Board members

Short Term Objectives:

- 1. Develop training plans**
 - a. Deliver professional development training to manufacturing specialists in areas of client management, sales, and marketing
- 2. Improve TechHelp information systems**
- 3. Make greater use of the MEP Community of Practice (CoP)**
- 4. Standardize our practice on engaging third party contractors**
 - a. Create annual E-mail to re-certify interest in being on the list
 - b. Ensure that TechHelp and customer experience with contractors is included in database

5. Leverage TechHelp's work with more effective use of Board members

Goal Six: Employee Satisfaction

Provide a work environment that encourages life-long learning and personal development

Short Term Objectives:

1. Improve performance management

- a. Build a organizational culture of positive recognition
- b. Develop an orientation and mentoring process for new employees
- c. Arrange for top TechHelp managers to job shadow manufacturing specialists

2. Improve TechTrak software and procedures to use it, in order to minimize manufacturing specialist reporting requirements

3. Create a professional development plan for each employee

4. Seek employee compensation increases that exceed the rate of inflation

- a. Use competency-based pay banding as a way to reward higher performance with higher pay
- b. Create an option where new manufacturing specialists could initially choose to participate in a group performance incentive plan, or otherwise experience early success with performance incentives.

Performance Targets

Goals	Performance Indicators	Performance Targets				
		Type	FY07	FY08	FY09	FY10
Goal One: Impact on Manufacturing (Indicators 1, 2, and 3 are based on top quartile of NIST MAIM.)	Bottom-line Impact (Fed \$) ¹	Target Actual	\$20 \$8.30	\$21	\$22	\$23
	Investment Leverage Ratio (Fed \$) ²	Target Actual	\$15 \$11.95	\$16	\$16	\$17
	Cost Per Impacted Client (Fed \$) ³	Target Actual	\$13,000 \$18,799	\$13,000	\$12,000	\$12,000
	No Jobs Created or Retained	Target Actual	75 XX	100	120	125
	No. Enterprise-Wide Clients (cum.)	Target Actual	3 3	4	4	4
Goal Two: Market Penetration	Manufacturers Served (per year) (Any activity)	Target Actual	150 168	160	165	170
	New Manufacturers Served (Any activity)	Target Actual	40 24	40	40	40
	Clients (projects & training)	Target Actual	120 73	130	135	140
	New Clients (projects & training)	Target Actual	20 24	20	20	20
	Repeat Clients (projects & training)	Target Actual	100 144	110	115	120
	Impacted Clients (NIST surveyed)	Target Actual	40 32	40	43	43
Goal Three: Financial Health	Gross Client Revenue	Target Actual	\$590,000 \$255,123	\$620,000	\$650,000	\$700,000
	Client Revenue/ Total Revenue Total = grants, state, universities, clients	Target Actual	27% XX	35%	43%	45%
	Net Client Revenue Retained by Center to pay expenses	Target Actual	\$388,000 \$131,573	\$425,500	\$450,000	\$480,000
	Net Revenue/Total Cash Expenses Expenses do not include match or in-kind	Target Actual	24% XX	29%	30%	32%
	Federal Funding (NIST)	Target Actual	\$508,801 \$758,801	\$508,000	\$550,000	\$600,000
	State Funding	Target Actual	\$465,645 \$161,700	\$475,000	\$485,000	\$505,000
	Level of Reserves	Target Actual	\$300,000 \$280,126	\$320,000	\$340,000	\$360,000
Goal Four: Customer Satisfaction (Indicators 1, and 2 are based on NIST MAIM)	NIST Survey Response Rate	Target Actual	90% 100%	95%	95%	95%
	% Customers Quantifying Impact NIST survey	Target Actual	80% 73%	81%	82%	83%
	% Clients Satisfied/ Highly Satisfied Internal survey	Target Actual	98% XX	98%	98%	98%
	Average Satisfaction Level - out of 5 Internal survey	Target Actual	4.0 XX	4.0	4.0	4.0
Goal Five: Capacity Utilization & Operational Efficiency	% Time With Clients Consultant time minus vacation=1760 hr	Target Actual	46% XX	50%	50%	52%
	Training Investment Ratio ⁴ – ave.	Target Actual	5% XX	5%	5%	5%
	Admin Costs/Total Personnel Costs ⁵	Target Actual	33% 32%	30%	30%	30%

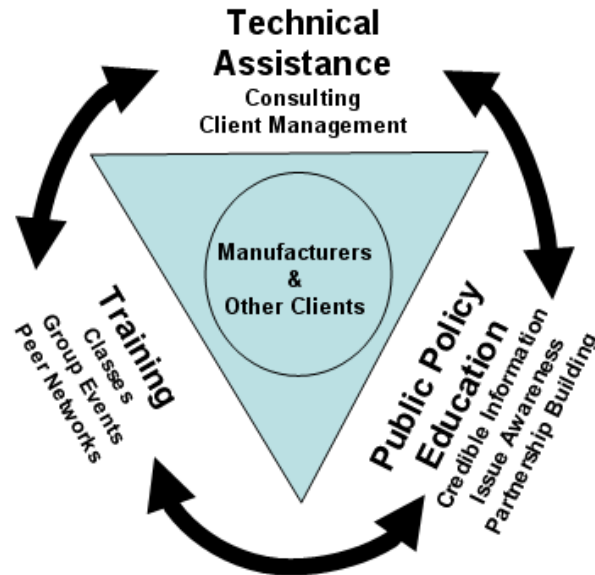
Goal Six: Employee Satisfaction	Staff Turnover	Target	≤8%	≤8%	≤8%	≤8%
		Actual	XX			
	Compensation Value ⁶	Target	≥1	≥1	≥1	≤1
		Actual	XX			

Notes:

1. Bottom-line Impact - The sum of cost savings reported by clients plus 15 percent of total sales impact (new sales plus retained sales) reported by clients divided by the federal investment by NIST in a center. This indicator provides a measure of new and retained resources available to a firm that could result after the services are delivered
2. Investment Leverage Ratio - The sum of new investment reported by clients (defined as new investment in plant and equipment, information systems and software, workforce skills and practices and other areas) divided by the federal investment by NIST in a center
3. Cost Per Impacted Client - The federal investment by NIST in a center divided by the total number of clients responding to the survey that reported some business impact such as an improvement in their profit margin, sales impact, cost savings, productivity improvement, jobs or new investment. This measure provides an indicator of a center's ability to efficiently generate client impacts
4. Training Investment Ratio – Individual's training costs divided by individual's salary. Individual's training costs in excess of 6% are not included.
5. Admin Costs/ Total Personnel Costs – Based on staff salaries
6. Compensation Value – Increase in compensation divided by the inflation rate. Parity is 1.

Appendix 1

TechHelp Operating Platform



TechHelp's role is to help existing manufacturers improve their products and processes to become more competitive. Our work begins with a one-on-one relationship between manufacturing firms and our manufacturing specialists. These specialists are located in units of higher education across the state. Firms engage our specialists in specific consulting projects, and project fees contribute a significant portion of TechHelp's operating revenue. In some cases we may engage the services of third party contractors to meet the needs of a firm, and we refer to other public service providers as appropriate.

Tech Help also engages in training or brokering training on subjects specific to addressing manufacturing needs. These may be within-firm trainings for personnel, or classes offered more broadly across the manufacturing sector or to a specific business cluster. Often a relationship begun with a manufacturer at a training may lead to a consulting project, and manufacturing specialists help identify relevant training needs.

TechHelp's administrators are actively engaged in educating policymakers about manufacturing issues and ways to improve the competitiveness of Idaho business. TechHelp is a reliable part of Idaho's economic development team. The program seeks to engage in many external relationships and partnerships that provide external streams of public revenue to support TechHelp's efforts to aid Idaho manufacturers.

Value Proposition of TechHelp to Customers

- Focused on the competitiveness of manufacturing and on creating jobs
- Links university departments with manufacturers to solve business problems.
- Part of a national system with deep technical resources to bring to bear on the problems of a firm.

- Offers a connection to policy discussions at state and national levels on issues relevant to manufacturers

Appendix 2

TechHelp Product & Service Referral Table

	Product Development	Business Finance & Management	Quality Management	Process Improvement	Human Performance	Sales/Marketing
TechHelp	New Product Lab		Quality programs	Food Processing	Workforce Development Training	Gov Contracting Assistance
	Product Planning		ISO 9000	Lean Enterprise		
	Product Design			Manufacturing		
	Prototyping & Testing			Food		
	Manufacturing & Marketing			Food/ESL		
				Wood		
				Office		
				Health Care		
Third Party	Product Packaging	Strategic Planning	Six Sigma Belt Certification	Wood Processing	Executive Coaching	Industrial Marketing
	Intellectual Property Issues	Info Technology	Wastewater Management	Energy Assessment	Org Development	
					Recruitment & Selection	
					Safety	
					Supervisory training	
Referral to Other Agency	Patent Development - Tech Connect	SBDC			Workforce Development Training - Community colleges	Market Research-SBDC
	SBIR - Tech Connect & Commerce & Labor	EDDs			Community Colleges	Export Assistance - Commercial Service, Idaho Export Council, C&L
		Certified Dev Corps				
		SBA				

Appendix 3

TechHelp History

1993	Idaho's Department of Commerce convened 45 representatives of economic development groups who supported the manufacturing extension center concept.
1994	The Governor and ten key economic development entities pledged support for manufacturing extension by signing Idaho's Technology Partnership Agreement.
1995	The Idaho Manufacturing Alliance - economic development representatives involved in the partnership agreement and 12 private companies - chartered Idaho SBDC to seek federal support from NIST. Approval to establish "TechHelp" within NIST's Manufacturing Extension Partnership was granted in late 1995.
1996	TechHelp established within the Idaho SBDC at Boise State University. Late in 1996, the first director and field engineer were appointed.
1997	Extension services commenced under a new director and three manufacturing specialists. The specialists were located to serve Idaho's six economic regions. These locations enabled a tripartite university partnership to develop involving University of Idaho (North Idaho), Boise State University (Southwest Idaho), and Idaho State University (East Idaho). Advisory Board established
1998	First industry office established with hiring of wood products specialist
1999	State funding secured New organizational culture established – service delivery positions changed from field engineers with a narrow technical focus to manufacturing specialists with enterprise-wide solutions for manufacturers.
2000	Industry office established for food processing Completed client project number 500
2001	Center included in Idaho's Science and Technology Plan Center realigns to report directly to the Dean, College of Business and Economics, Boise State University
2002	Registered as 360vu center Partnership established with Washington Manufacturing Services (WMS) to operate a regional office serving the North Idaho-East Washington region.
2003	Modified Lean manufacturing workshop for food industry and successfully beta tested with two Idaho companies and at the Northwest Food Processors Association Conference.
2004	Partnership with Idaho Department of Commerce and their Procurement Technical Assistance Center establishing a position FY04 NIST funding cut and loss of funding for WMS partnership Won \$718,000 grant to provide Lean and ESL training to Idaho food processing industry Recorded annual economic impact of

2005	<p>Named new Sales and Business Development Manager who focuses on expanding TechHelp's coverage of and impact with Idaho manufacturers</p> <p>Created new position and hired New Product Development (NPD) Specialist for the BSU NPD lab who helps manage the increasing workload</p> <p>Created new Manufacturing Specialist position in South Central Idaho, a hotbed of the Idaho food processing industry</p> <p>Teamed with Washington, Oregon and Nevada MEP's to win \$3.2M DoL grant to deliver Lean Manufacturing training to food processors with workplace English issues</p> <p>Successfully hosted second Idaho Manufacturing & Innovation Conference in Boise</p> <p>Recorded annual economic impact of \$53 Million</p>
2006	<p>Successfully completed initial Department of Labor Lean for Food work with Idaho processors statewide</p> <p>Developed and delivered Six Sigma Belt Certification workshops statewide</p> <p>Developed and implemented new quarterly incentive system</p> <p>Selected as Idaho EDA University Center for additional three years</p> <p>Awarded \$50K in additional one-time funding from State of Idaho</p> <p>Added two new prototyping materials to NPD Lab</p> <p>Recorded annual economic impact of \$30 million</p> <p>Completed client project number 1,132</p>

Appendix 4

Plan Revision Process

The first TechHelp strategic plan was finished in 1998. It guided the formation and rapid early growth of Idaho's manufacturing extension program, and much progress has been made toward its implementation. The 2006 plan revision began with meetings among Boise staff about what had changed since 1998, what the organization is doing right, and what the key issues were. Re-writes of the mission, vision, and values statements were developed. Feedback was gained first from the Tech Help Board on April 12, and then from all the TechHelp staff at a retreat held on May 9. The staff also brainstormed action strategies that would help address the key issues. Those actions were re-organized to fit into the existing goals, which fit the Malcolm Baldrige criteria and were judged to still apply to TechHelp. Over three more meetings with Boise staff, the draft plan was developed. Background materials on TechHelp's history, operating platform, service referral table, and value proposition were developed. The resulting draft strategic plan was reviewed by TechHelp staff and then the TechHelp Board on July 12.

Appendix 5

Strategic Issues in 2006

The group identified several key issues that need to be addressed as TechHelp moves forward:

1. **Should we expand our markets and/or customer base?** – Technology has blurred the line between manufacturing and services, as functions are separated, streamlined and sometimes contracted to outside firms. Some TechHelp products, like LEAN, can be applied to office or health care systems. TechHelp's core business seems to be Technology transfer Help, and the streamlining of business systems, regardless of whether the product is a good or service.
2. **Improving partner relationships and clarifying roles** – There are a large number of institutional players with overlapping missions operating in the areas of technology transfer, technology commercialization, and small business support. In addition, TechHelp spans three universities and could extend its relationships to community colleges. Idaho businesses are best served by a team approach to avoid service duplication, inefficiency, and confused players.
3. **Branding TechHelp** – Amid the growing number of agency players, how can TechHelp balance its need to be visible to its customers and achieve recognition for its accomplishments by policymakers, with its desire to be a reliable partner within the Idaho Tech Team?
4. **Building the TechHelp Team** – TechHelp's manufacturing specialists need to balance client management with direct technical assistance to business customers. In addition, staff members need to appreciate the connections between the primary function of technical assistance, and the training and public policy education support functions. Staff turnover means that new employees must be nurtured into TechHelp's complex operating culture.
5. **Staying ahead of TechHelp's customers** – TechHelp needs to stay focused on taking its products out to all market segments, and to continually developing new products. Issues like outsourcing, business clusters, and the need for workforce training to utilize new technologies create new opportunities for TechHelp to be of service.